

the
TBFA Journals

TODD BINGHAM FINE ART

Presents:

THE COMPANY MEETING – PART ONE

By Todd Bingham

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THE COMPANY MEETING – Part one

By Todd Bingham

THE SATURDAY MEETING

In creating an effective sales training program, the key is in *continuity*. You want to be sure your salespeople know you are giving them the official company line and that they are to use the same approach every time they are up to bat. What we used to call, *The McDonald's Concept*—you know you're going to get the same burger whether it's McDonald's Cleveland, or McDonald's Tokyo. You need to be as consistent in your training as you expect them to be in their work habits. This is the most difficult part of leading a sales team. And, like anything else, it requires discipline and resolve.

It's happened to me over and over through the years, as I'm sure it has you, that despite my best intentions to establish regular systems in the gallery, little by little they slipped away—the Saturday meeting has to be canceled because of some unavoidable demand, or I don't work with that new salesperson for a week because there's a big show coming up, or whatever—until I turned around and realized I had a state of complete chaos reigning in the gallery.

It's frustrating and maddening. But it's also as predictable as needing gas for your car—sooner or later, if you're not careful, you're going to find yourself walking down the edge of the highway with an empty gas can.

In sales, the problem of a scattered and unfocused sales team can be directly attributable to the lack of leadership and direction on behalf of the owner or gallery director. And it can get to be such a big problem that we are often at a loss to know where to start.

THE COMPANY MEETING

I'm amazed at how many dealers I've either worked for, or consulted for, who have told me they don't have regular company meetings.

"Hey, the gallery is open seven days," they say, "it's impossible to get the whole staff together at the same time."

Understandable. But at the same time, I don't think anything is more important to the smooth operation of the company—and it's vital organ, the sale—than regular meetings. And are they often tiresome and objectionable? And does it take a wizard to ensure that the meetings are different and interesting each time? And are you going to encounter resistance on behalf of the staff? *Yes, yes and yes.*

The Meeting — Part One

But without a game plan, without a road map, the gallery does not move forward together. A gallery needs a *regular weekly sales meeting*. Each week, week in and week out. And yes, they can become a bore to the staff if they are not implemented with the same kind of thorough planning you would use in reviewing your financial statements.

The staff needs to know they are part of a whole. That they are on a team. How can you enroll them in that kind of thinking, if *they never find themselves in the company of the rest of the team?! A sales meeting that the entire company is required to attend, sends a very clear message to the staff that everyone is on an equal footing. That no job is more or less important to the overall success of the business than another. Of course, their presence at a sales meeting, will not create that harmony—but it is visual evidence of it. You cannot allow your weekly meetings to become such an empty gesture, they became a source of ridicule for the staff.*

“Great! another wasted hour,” the staff whispers.

The meeting itself will not automatically achieve the spirit you want. But it is a forum for it.

WHY SATURDAY?

Saturday seems to be the biggest day of the week in most galleries. And because of that, you usually have most of your staff scheduled.

We used to track the day and time of our sales, and we found that most of the big sales transpired between 3:00 p.m. and 7:00 p.m. each day, except on Saturday, when there was no evident norm. Sales could happen at any time of the day on Saturday.

In addition to that, Saturday seems to have a subliminal significance for staff. It seems to be the end of the week, the cap of the week’s activities. It makes sense to conduct your meetings on that day, since it sends them back into the fray with new enthusiasm. New determination.

THE MEETING PARADIGM

Here are a few suggestions on how to make your meetings interesting, vital and, more importantly, *useful*:

- ***Start with the numbers.*** A ledger should be brought to each meeting with the current sales figures—for the month, year to date and *comparables* from the prior year or years. If you were dropped into the desert with just enough water to get to the nearest city, the first thing you’d need to know is *where you were* at the moment. Without knowing where you are, a plan to achieve your goal is worthless. The gallery should have a clear number in mind in terms of gross business it plans to write for each month. *A quota?* Perhaps (more about quotas later), but more importantly, a clear and precise number that is visualized by the staff. There should be a goal in the aggregate as well as numbers assigned to each staff person individually. *Because without knowing where you are at the moment, relative to that goal, it’s difficult to envision what it will take to get there.* The gallery’s goal for the month should be posted somewhere in the back room, for all to see, to keep it in front of them. To

- keep it a constant reminder of the target. And during each weekly meeting, the numbers should be announced along with the current level of sales achieved toward that goal.
- ***Go Around The Room.*** Have each salesperson announce for the good of the team, where they are for the month. What their sales figures are, both paid in full and in the works. This is not to humiliate those who are lagging, but rather to instill a desire in them to keep up, to contribute to the goal, to encourage them to own them. *These are your figures. This is where you are for the month and this is where you want to be.* Not to rub their noses in it, or hold others up to comparison, but just to keep them conscious of where they are. In addition, each salesperson should be encouraged to discuss major transactions they are working on and what is going on with the deal. What are the odds of completion? What needs to be done? Why isn't the sale consummated? Many times, a new salesperson will receive input from the veterans that will assist them in finding a solution. Or perhaps another salesperson has information about that particular customer or artist that will help in bringing the sale home. (These discussions need to be mediated, and someone must be assigned that function, yourself or the gallery director.) But it's important to know what deals are percolating and what the chances are of culmination.
 - ***Have an Agenda.*** Don't conduct the meeting off the top of your head. I know, you've done it a million times and you could do it in your sleep. But when you come into the meeting, with a xeroxed agenda, one that is handed out to the staff, it sends a clear message about how important you feel all this is. You don't take it lightly, they shouldn't either.
 - ***Make it fun.*** If we're not having fun, what's the use? Easy for me to say. I'm not running your gallery in the dead of winter when tourism is down and customers are staying away from the gallery as though it were quarantined. But if you bring into your meeting a feeling of gloom and doom, or worse, you stand for half an hour and harangue your salespeople about how tight money is, and the lack of cash flow and if we don't do better, we'll all be out of jobs. . . well, you see the point. It isn't going to go very far in inspiring them to great heights. To think is to create. If you concentrate on the problems, you are creating problems. If you concentrate on solutions, you create solutions. The Century City dealer I referred to above used to regale us with amusing anecdotes about customers and deals which resulted in huge sales. Did we all know what he was doing? Sure. Did it work? Yep. It made us a little more confident that we could go out there and make our own luck.
 - ***Get the staff involved.*** Have an individual staff person make a presentation of some kind each week—separate from any sales training. A discourse on the different kinds of paper used by 17th Century etchers, is an example; or how an artist primes a canvas; or the short biography of an artist new to the gallery; their impression of the impact on the marketplace by the advent of some new printing technique. Whatever. This is absolutely invaluable. For some weird reason, a salesperson usually finds it much more difficult to make a presentation to the rest of the staff than to a customer on the floor. Something about peer pressure, I suppose. But the more they do it, the more they benefit. And of course, it's double edged, because nine times out of ten, even that six-year veteran may not know much about 17th Century etching paper.

And it also serves to give strokes to the presenter from the people who really count—his fellow coworkers. (That's the reason for the Oscars—it's one thing for an actor to appear in a movie, it's quite another to have his peers agree on how great the actor was in it.) This also serves to keep the staff interested in what they are doing, by increasing their learning curve. It's not just a job they come to and leave. It's a way of life.

- **Housekeeping.** Whether you have a part timer who cleans and hangs your gallery or not, emphasis should be made on the way the gallery looks every day and the level of responsibility each salesperson has to it. In too many galleries I've worked in, the sales staff tended to believe that they were above this kind of thing. They are the salespeople. They don't clean or do windows, they're job is to sell and they don't have time for anything else. I understand that (okay, I might have even said it myself once or twice), and it is necessary for the salespeople to be left to do what they do best. But the idea here is to underscore the importance of the salespeople taking a *proprietary interest in the business*. As they would their own business. And that should include taking ownership of the way the gallery looks. Okay, maybe you don't want your star salesperson hanging pictures when that wealthy doctor comes in. But at the same time, the gallery is his home for eight to ten hours a day. And a home is a reflection of the way a person feels about him or herself—*and the art*.
- **Operations.** One of the biggest thorns in the sides of most galleries is often the rocky relationship of the sales staff to the administration staff—the bookkeeper, the shipping personnel, the receptionist, the back room attendant, etc. Have these people make frequent presentations at your meetings, expressing their concerns about getting their jobs done and what they need from the salespeople to do that. It puts your stamp of approval on their efforts in the eyes of the sales staff and sends a message to them about how important you think they are to the successful operation of your business. And they are. How happy will a customer be with his work of art if it doesn't arrive on time, or is billed incorrectly? There are always grievances between clerical and administration people and salespeople. Even if you have only one administration person, make sure he or she is included in the meetings.
- **Have a specific area of sales training you concentrate on each week.** Each meeting should have a prepared presentation or discussion concerning an area of sales training that seems to need attention—the greeting, qualifying, presenting the art, etc.

The overall intent of the Saturday meeting is to *gather the family together*. These are the people to whom you are married. And they, you. You may well spend as much or more time with these people than you do your own family. A good marriage won't work well, or move forward, without consistent maintenance. The same can be said of a sales team.

THE UNDERPINNINGS OF THE SALES MEETING

We talked about the overall philosophy behind the sales meeting. Here, I want to get more specific as to the dynamics involved and the elements of the process.

Here's a suggested format:

- *THE TEE-UP*
- *GOAL SETTING* (including the weekly/monthly numbers)
- *THE TOPIC*
- *ROLE PLAYING*
- *GROUNDING*

THE TEE-UP

In golf, in preparation for starting out, the ball is placed on a tiny stand called a Tee, to make it more accessible. In other words, you stick the ball up on something so you can hit it. And I approach the process of *starting a sales meeting* in much the same way.

Sales training is *selling*. It's a debate. And you must establish and win a series of concessions from the salespeople, such that when you make your final argument, *they will accede*. You cannot expect a salesperson to come around to your way of thinking about how to sell, *just because they are on the payroll*. Many owner/operators I have encountered are under the mistaken impression that just because a salesperson is in their employ, that should be enough motivation—*keeping their jobs*. While this is basically true, *nothing could be less effective in training and motivating salespeople*. Your delivery and presentation must be every bit as exciting and interesting as *the presentation you would give to a potential customer*. In addition, the salesperson must believe that the process you are imparting to them will put *money in his or her pocket*.

YOU DON'T HAVE TO MARRY 'EM

I have always likened good salespeople to racehorses—*high spirited. Temperamental*. Okay, let's face it, a good salesperson is usually a pain in the butt, most of the time. But if you are inclined to favor flat, obedient employees, you're spending too much time in the "It'll Do Inn." You're settling for mediocrity. *Yes, good salespeople are hard to work with. Accept it*. Learn to deal with them and keep your own ego out of it. Okay, sure there's a certain amount of burping and diapering that has to go on. Get over it. It's the way of things. You'll get a lot more out of a salesperson when you inspire her to great heights *within the parameters of her own personality*, than you will trying to fit a square peg into a round hole.

Most of selling occurs from the neck up. The salesperson's attitude and mental preparedness are critical for success. Your *mandate is to keep the enthusiasm and professionalism high*. The Tee-up is the place to start that, each and every meeting.

THE VICTIM/BLAMING SYNDROME

In my book, "A Manual for Art Sales," I talked a little about the insidious *victim syndrome*.

Many people (myself included) are tempted to go to that place often.

“Oh, man, if only that hadn’t happened, I could have made that sale.”

“That’s just great! Mary picked up my client, and sold him a lithograph while I was in the bathroom. Why does she always do that? Why does this always happen to me?!”

Obviously, if you are circumspect about the profile of your potential employee when hiring, you will minimize the likelihood of this insidious development. But believe me, careful hiring won’t be a totally preventative measure—because *we all suffer from the victim syndrome*. It’s rampant in our society. We learn it as small children. In my daughter’s first grade class room I (dimly) recall a big sign that read, *“Are you a tattletale?”* There may not be a better way to describe the concept.

The victim syndrome is something we cherish. We love it. It’s a much easier place to go than actually coming up with solutions to our problems. We give it a fancy name (there are other, much more interesting names than the one I’m using) and we take it with us into adulthood. We want to go to that place whenever things get painfully difficult.

But, we don’t have to! *We don’t have to let it run us. It’s a choice we make!* What we have to do is keep it under control by recognizing it. And your job is to discuss it regularly with your staff. Keep it something they are willing to recognize and discuss openly. Often it’s just the notion of identifying the malady that will return them (and us) to the path. And, like fear, it doesn’t go away, but it can be put in its place.

Again, it’s a matter of choice. We choose to ignore the possibility that we have been victimized. We have been presented with an *opportunity to grow*. It’s all a matter of perception.

Easy for me to say, I know, but once stated openly, the energy is started toward eradicating it.

WHAT WE THINK, IS WHO WE ARE

In the Tee-up, this topic of discussion should be dealt with frequently.

Here’s one way to get it started. Have a large sign made, or write on a portable blackboard the words,

**WHETHER YOU THINK YOU CAN
OR THINK YOU CAN’T,
YOU’RE RIGHT**

In the context of a discussion about personal responsibility, this won’t need much explanation. Ask your salespeople how readily they believe that someone else, or some thing else is deciding their lives for them. Are they willing to abdicate the course of their own lives to someone else? When we blame others for our misfortune, that’s what we’re doing. And again, we are all tempted to do it, so mention that. Include yourself in all your sales training methods, so that you won’t give the impression of preaching to the students.

Business can appear to be a hard and fast endeavor. And the notion of introducing abstract thinking into it can sometimes appear inappropriate. It isn’t. What we think impacts what we do. And you need to interrupt your staff’s internal dialogue. You want them to think the way you want them to think. Because what they think is what they do. What they think is who they are. Selling is done from the neck up.

GOAL SETTING

Goal setting is the all important beginning to positive thinking. The only way goal setting works is to write down goals and refer to them on a regular basis. Many trainers when discussing goals use the same acronym for dealing with the subject. I will plagiarize it here. Goals should be *S.M.A.R.T.* goals.

*Specific
Measurable
Attainable, with a
Risk and a
Term*

SPECIFIC GOALS

For a goal to be meaningful to the salesperson, it must be identified, stated out loud and written down somewhere. The act of writing something down imprints it into our consciousness. Many times, we'll write something down and then lose it, never to find it again, but the act of having written it down has lodged itself in our heads and we remember it, even though *we lost the slip of paper*. An even better result happens when something is written down and referred to on a regular basis. For this reason, it's important to get your salespeople to write down their monthly and yearly goals on a sheet of paper in a notebook or calendar that they will see every day.

And this includes personal goals that are outside the gallery.

During the meeting, as you go around the room setting goals for your people—this one will write twenty thousand dollars in business this month, that one will write five thousand this Saturday (whatever)—ask them what *other goals they have*. Get personal. Find out what it is they want and get them to state it, out loud in front of the rest of the team. Harry wants to buy a Corvette? Great! Ask the rest of the staff if they can see Harry driving that car. What color is it? Where does he go in it? Where does he park it at night? Ask them to see Harry driving that Corvette! Harry, too! If you can get him to see it, to start thinking about it, it will make it all the more real, and all the more definite. Does Harry deserve the Corvette? Why not?! Does Sherry want to buy a house? Great! Where? What size? How many bedrooms? Get them to state the goal and describe it, in detail, and write it down. And as managers, we need to be able to recall and be aware of the goals—both personal and business-related—of all of our salespeople, so we can support them. That's really what these meetings are for.

MEASURABLE GOALS

There must be some way to measure the progress of a goal. With sales, it's fairly straightforward. If a salesperson's goal is ten thousand in sales and she works twenty four days that month, that's \$416 dollars a day in gross sales she'll have to average. By day fifteen, if she doesn't have around five grand on the books, *she'll be the first to know it.*

Results are the only way to measure progress. And in selling, results are measured with the dollar bill. Based on results, your salesperson is on track with her goal, if she has that five grand in sales by the middle of the month.

RESULTS ARE OFTEN HARSH BUT THEY NEVER LIE

And the results have to be measured constantly, to keep the goal in the forefront of her mind. Don't make the mistake of focusing entirely on gallery goals when discussing results. If Harry's goal is that Corvette, you need to know on a regular basis *where he's at* toward reaching that goal. If he's pledged to put away a certain amount of money for a deposit on the car, you need to ask him *how much is in the savings account.* The act of inquiring about your salespeople's goals, *is the way you support them.* They need to know you support them in their *life's goals*, as well as their *professional ones.*

ATTAINABLE GOALS

The goal should be something that is *attainable.* The goal should be something that has a stretch to it, but also one that is realistic. If a salesperson says she wants to buy a castle in Spain, it makes you wonder how in touch with reality the person really is. (Go back and read that resumé again). The goal should be something that is just *outside the reach* of the person, but not wildly unrealistic. You want them to attain the goal, so they can realize the personal profit from having done so, and then set new ones. And you want them to attain a goal soon. Nothing will inspire them, establish confidence in them, like getting a goal that is stated publicly. So get them to be moderate about the goals, especially early on. Short term goals are important for this reason.

If a salesperson is new to the gallery, with no collector base to farm, and no real selling skills yet, it obviously doesn't make sense to encourage a lofty sales figure for the month. Failing at a goal, month after month, only undermines everything you're trying to do. The goal should be realistic for them. And everyone in the room should be consulted in their opinions about each other's goal. That brings them together as a team, supporting each other in their individual goals, but making it a team effort.

"What do you think, Sally? Is Harry's Corvette realistic for him?"

"Can Sherry really expect to buy a house by June of next year?"

Buying a house or a new car is not unrealistic. Writing ten thousand in sales is not unrealistic. Is buying an airplane realistic? Maybe not, but careful you don't discourage someone from rising up to the challenge of a big goal, who might otherwise surprise you. It's a judgment call. Don't clip the wings off of a potential eagle.

A RISK TO THE GOAL

If the goal doesn't make the salesperson reach for it, it isn't worth having. It won't hold their attention. It's got to have a certain amount of risk attached to it, so that it really spins the propeller on their beany when they achieve it.

I once attended a life success seminar in a remote section of California. When the trainer did the Tee up for a certain part of the class, we were told we were going to stand on the top of a fifty foot lodge pole *and jump off*. And that we were to think of it as a metaphor for attaining our life's goals. Let me tell you, *it really got my attention*. (I did it, by the way. We all did.) But the risk associated with it was what made it meaningful.

A TERM TO THE GOAL

A definite time period must be attached to the goal. When exactly, are you going to attain that goal? What month? What day? What time of the day? Get them to state it.

"Okay, by the fifth of January, by the end of the business day, I will have a loan approval in place for my new house."

or,

"On June 10th, by the close of business, I will have put down my deposit of \$3000 at the Chevy dealership for my new Corvette."

or,

"By the last day of business this month, February, I will have written ten thousand dollars in sales, paid in full."

The term must be realistic, but it must also be stated. They need to envision this date in their mind's eye. They need to see themselves walking in to that dealership on June 10th and plunking down three grand for that Corvette. They need to see themselves taking their *commission check* to the bank and depositing it. She needs to see herself taking that one hundred dollar bill she got for winning that spiff and spending it on a nice dinner for herself and her husband (without the kids!).

MISSED THE GOAL?

Okay great, what if they don't reach their goals? Many of them won't. We all don't reach our goals. And this should also be discussed frequently. The idea is *to have them*.

There was once a legendary golf instructor in Texas by the name of Harvey Penick. Golfers would fly to Austin Country Club from all over the world to take a lesson from Mr. Penick. His philosophy about the game of golf spilled over into his teachings. Mr. Penick is gone now, but when he was alive, one of the many wonderful things he said was,

The Meeting — Part One

“Take Dead Aim. Always have a target. Even if you’re just on the practice tee. Even if you’re swinging without a ball, always have a target.”

If goals aren’t reached, it’s OK. Just ask the staff to create new ones. Make them more realistic, or make them more personal. And let them make a goal that they, the salespeople, really want, not what *you want for them*.

I think the mistake some sales managers make is dictating to the sales people what their goals should be.

QUOTAS

This seems as good a place as any to discuss quotas. A quota is defined as *“the share or proportional part of a total that is required from a particular person.”*

Typically, many gallery directors or owners will *back into it*. In other words, they’ll determine the total volume for the month that they want or expect, then *assign a percentage of that total* to each salesperson, equaling the total.

There is mixed opinions about the value of this approach. I personally don’t believe in quotas. Many do. My argument against them is already stated within the context of earlier discussions about motivation and goal setting. But in essence, I think that the assignment of a quota to a particular salesperson is *a negative activity*. There is an underlying presence of fear and threat that fuels the concept.

If the salesperson doesn’t reach the quota, what happens? They get penalized? They get fined? *They get fired!?* How can that possibly motivate a salesperson effectively over the long term? In my view, all it does is create tension, anxiety and resentment on the part of the employee, which inevitably works against you. This is commandeering, not leadership. No one works well under threat for very long.

Conversely, goal setting is much the same activity, but defined in positive terms. You can still know, in the back of your mind, what the number is for a given month, that will exceed your break even point, and even approach (gasp! what a concept) profitability! You encourage your people to take on their fair percentage of those gross sales—*as goals*. It’s a positive approach which instills motivation and inspiration, rather than threatening them with some *malevolent development* if they fail.

I have been in that situation, and believe me, when the end of the month approaches and the salesperson is behind on a set quota, it doesn’t give him the sustenance to rise up and do better, it cuts him off at the knees. Salespeople who work from fear or desperation bring it onto the floor. It’s a self fulfilling prophecy.

“Oh, God, I just had a cancellation! Now, I’ll never reach my quota for the month!”

And what happens when she believes that? She doesn’t!

Yeah, right, you’re thinking. Hey, Bingham, I have my own quota every month. My bills keep occurring with monotonous regularity. Why should my employees have it any easier? Maybe they shouldn’t. But I predict you’ll see your business do better when your employees are positive about what they do in your building.

INCLUDE YOURSELF

Here again, I believe you should include yourself in the goal setting. Your salespeople want to know that you are as committed to the progress of your own life, as much as you are in theirs. One of the big motivators for me early on, was in watching the gallery owner I worked for get into his cool Volvo station wagon (with the expensive wheels and leather interior) and drive up to his big house overlooking Malibu after the gallery closed for the day. But what we learned each Saturday was that what he had accumulated in terms of personal wealth and creature comforts was not all he wanted. He wanted more. And we came to know what his goals were. He wanted another gallery. He wanted a greater level of esteem in the art community. He wanted an education for his children and a better life for his family. And he talked about it regularly. Here's a guy who had twice as much "stuff" as his nearest competitor (and ten times more than us salespeople), but who was *still setting goals for himself!*

I'll never forget what he said to me one evening when he learned that the area surrounding his home was in the throes of one of those raging fires that seems to erupt each year in the area above Malibu, California. After he had called and determined that his wife and family were safely out of the house, I remarked how awful it was that his beautiful home, with all that wonderful art in it, was in such jeopardy. And he said,

"It's just a house, Todd. I can always get another house."

Here was a guy who not only had a realistic view of the real value of stuff (not much in the final analysis) but who was also confident in his ability to acquire them again. He believed *he could do it all again*, even if he lost everything.

Based on his results, it presented us with the evidence that we could, too, if we believed it. This man was quick to admit he had no more talents in business than anyone else. The difference was in his *core beliefs about himself*.

THE REJECTION FACTOR

Under the heading of Sales Motivation, this is a big obstacle. I discussed it in the Manual for Art Sales from the standpoint of the salesperson. But for you, the sales trainer, this is one of the biggest and most pervasive of all your day to day challenges. How do you help your people bounce back from all those "no's" they encounter each day?

You and I know that a good many of them occur because something went wrong during the sales process. Something that wasn't done properly, or something that was, but with the wrong, or unqualified, customer.

Despite your best efforts to smooth over these inconsistencies or deficiencies on the part of your staff, the likelihood still exists that the salespeople will tend to *make it about themselves*. They will believe the customer's "no" has something to do with them personally. And each time it happens, they become just that much more defeated, that much less effective the next time they get an "up". We have all experienced it, and it doesn't matter how long we've been in the business or how much we know about selling. It's a slump that the best of us can fall into.

Our job is to see to it that the salespeople remain philosophical about this dynamic and come to expect it. Recognize it for what it is—a predictable part of selling for a living.

Here are some bullet points:

- *The Rejection Factor is inevitable.* Like the flu, there is no immune system for it. Just know that you will experience it.
- *Don't take it personally.* The fact that a customer does not buy a work of art from us, does not mean anything about our degree of success or worthiness. The problem is that some salespeople make up stories about what it all means. The customer didn't buy from me because I'm a jerk or, the customer didn't buy because I'm a terrible salesperson.
- *The customer does not know you're having a bad month.* The most common problem, of course, is that the salesperson is tempted to take that *defeatist* attitude into the next presentation.
- *Traffic is traffic is traffic.* Don't allow the salespeople to believe the rejection factor has anything to do with the kind of traffic you're getting or the time of the year. If you have people coming into the gallery, they offer you the same potential as any other people. It's what you do with them that makes the difference.

The Rejection Factor is an insidious thing. Sometimes it exists without your knowing about it. Get the salespeople to talk about it openly. They'll find that the rest of the staff has the same thoughts. The same problems.

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